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THE ASPECTS OF GENDER DIVERSITY IN MANAGEMENT BOARDS*Abstract:*

The article summarizes the factors of gender diversity in management boards affecting the work and development of organizations. A company analysis was conducted to determine the organization's readiness for gender diversity, current attitudes towards gender diversity in the workplace in various countries. Recommendations were provided to improve gender diversity in the workplace.

Keywords:

Gender diversity, management, women, men, organization performance, profit, attraction of new consumers, productivity.

The lack of gender diversity in management boards has been the object of discussions for many years. The influence of it is incomparable because the main goal of each company is to achieve growth in the profit and successfulness. It also provides a better social environment in the company and attraction of potential clients. Developed and developing countries have really different representation of gender diversity based on many factors within a particular country.

All studies are based on different approaches to the analysis of information about gender diversity. After conducting analysis, different authors stated that the presence of diverse team does not play a significant role in the success of companies. But other studies have come to a different conclusion: when using statistics and asking companies for the information they need to assess, the correlation between success of the company and the gender parity on board and in leadership positions becomes apparent.

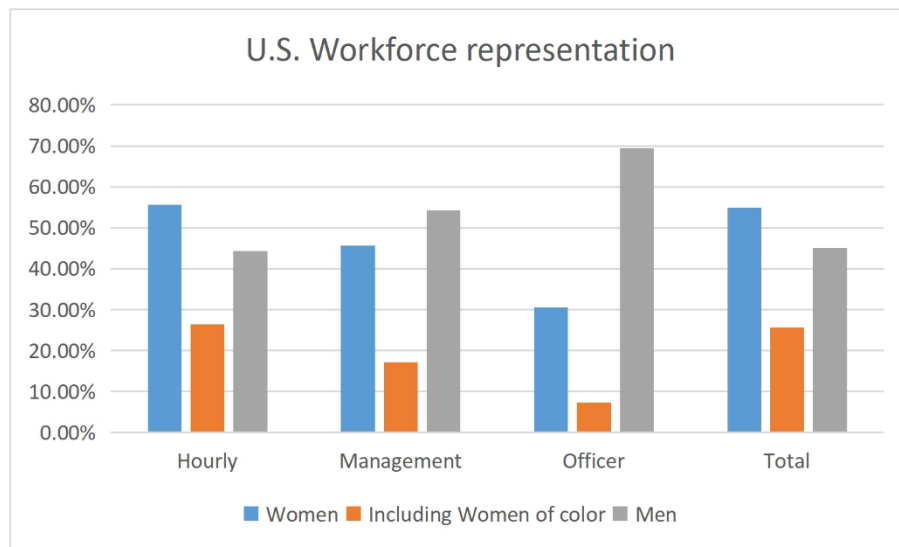
According to international labor organization's 2020 data, women make up 39% of the world's employees, but only 27% of managerial workers and 43% of skilled occupations [1].

Depending on the type of activities performed in the organization, it is possible to consider the different orientation of the organization towards diversity in management boards. Podsiadlowski et al. in their work identify five main perspectives that can be represented in the diversity in management boards in an organization: reinforcing homogeneity, color-blind approach, fairness, the access perspective, integration and learning perspective [2]. Moore presents a similar point of view as Podsiadlowski et al. as he mentions the orientation of different managers towards diversity in the workforce: antagonistic approach, neutral acceptance of diversity, naive positive attitude, realistic approach [3]. Konrad et al. in their study discuss the idea of DEMS (Diversity and Equality Management System): institutional and configurational [4]. It means that diversity and quality in management boards are directly connected with the business strategy of the company. Diversity in management boards is also described by three other models: adaptive, consolidation and business model presented [5].

For doing further research, I use comparative case study method. I collected data from secondary data analysis. Secondary data was found out in articles and reports presented by companies annually. I've chosen such companies as American Walmart and German Zalando.

US workforce representation is presented in picture 1. Data is based on information from international labor organization in 2020. As we can see, the highest amount of women is who work

hourly. Amount of women and men working as managers is practically equal. This demonstrates that companies are focused on gender diversity and equality between representation of women and men. But if we look on total representation of women and men, surprisingly, there are more women than men who work in the USA.



Picture 1 – U.S. workforce representation

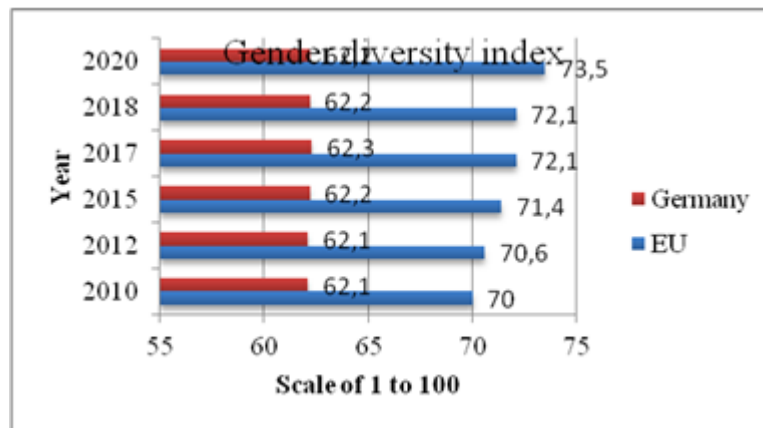
Table 1 demonstrates gender diversity in management boards in Walmart, USA. As we can see, the average amount of women who work as executive or senior level managers is 30%. Men have nearly 69%. It's not enough to say that representation is equal. The representation of first or mid level officials and managers is better. Nearly 43% of women and 55% of men. Women and men who work as professionals has practically equal representation.

Table 1 – Gender diversity in management boards in Walmart.

Years	Share of females	Share of males
Executive/senior level managers		
2014	30,92%	69,08%
2015	31,55%	68,45%
2016	31,18%	68,82%
2017	30,7%	69,3%
2018	30,82%	69,18%
2019	30,69%	69,31%
2020	30,72%	69,28%
First/mid level officials and managers		
2014	42,6%	57,4%
2015	43,57%	56,43%
2016	43,51%	56,49%
2017	43,24%	56,76%
2018	44,3%	55,7%
2019	44,1%	55,9%
2020	46%	54%
Professionals		
2014	52,2%	47,8%
2015	52,3%	47,7%
2016	52,2%	47,8%
2017	53,24%	46,76%
2018	52,14%	47,86%
2019	52,58%	47,42%
2020	52,9%	47,1%

Gender diversity in management boards in Walmart, USA is working really successful. The company tries to be stable in all positions in order to save a diverse team. Due to the geographical position and close attention from all the companies-competitors and the country's itself, it is not a surprising fact.

The next country is Germany and the selected company is Zalando. Germany pays close attention to gender diversity and equal rights for every men and women. Gender diversity index tries to assess a country's position in terms of gender diversity within the European Union from 1 to 100. The index presented in picture 2. Germany is rated 10 less than the entire European Union as a whole, which may indicate a possible stagnation in the field of gender diversity.



Picture 2 – Gender diversity index in the EU and Germany, scale of 1 to 100

Zalando strives to be a diverse and inclusive company because it will make more successful business in the long term. According to the table 2, company tries to become more diverse. From 2019 to 2020 years, it's obvious that number of women in high positions become higher. As we can see, the main weaknesses are in supervisory, management boards and in such positions as senior vice president and vice president. In management board there are no women at all. The amount of men is higher than 77% in supervisory, management and vice president positions. Directors have a more acceptable representation but it is still not good enough.

Table 2 – Gender diversity in management boards in Zalando

Occupation	Sex	2019	2020
Supervisory board	Men	77,8%	44,5%
	Women	22,2%	55,5%
Management board	Men	100%	100%
	Women	0%	0%
Senior vice president	Men	83,3%	70%
	Women	16,7%	30%
Vice president	Men	81,2%	78,1%
	Women	18,8%	21,9%
Director	Men	61,9%	64,2%
	Women	38,1%	35,8%
Head	Men	69,5%	70,4%
	Women	30,5%	29,6%

Gender diversity in management boards in Zalando, Germany is not really significant. But the fact that company is trying to be more oriented in this field gives hope for better future.

I think it would be acceptable for the analysis to compare the average growth of women and the average growth in revenue in order to understand the possible impact of gender diversity development.

According to the table 3, it is clear that Zalando is more successful not only in gender diversity in management boards but also in annual revenue growth. It can be explained that if company pays more attention to gender diversity in management boards, the more revenue it can get annually. The average growth rate of female shares in Walmart is around 1% and the average revenue growth is 1,1%, too. Zalando has higher average growth rate of female shares and higher average revenue growth than Walmart.

Table 3 – Average revenue growth of Walmart and Zalando.

Company	Average revenue growth
Walmart	1,1%
Zalando	35%

To sum it up, it is acceptable to say that there is a correlation between the presence of more women in management boards and average revenue growth. The more women take high positions every year, the more revenue company gets annually.

Based on all information written above, it is essential to develop gender diversity in the workplace. Recommendations for providing gender diversity in the workplace: build an inclusive workplace, Write better job descriptions, set a diverse group of interviewers and learn from exit interviews.

During the tha analysis, it was found out that the main reasons why companies are striving for gender diversity in the workplace are the attracting of new customers, seeking of different points of view, becoming more competitive and possible increase of revenue. The attitude towards gender diversity in the workplace in the particular country is also can be a factor why companies try to be more diverse. Possible increase of revenue addressed to correlation between the presence of more women in management boards and average revenue growth. The more women work in high positions every year, the more revenue company gets annually.

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